

30 September 1964

MEMORANDUM FOR: Director, BPAM

SUBJECT

[REDACTED]

Re 17 Sep 64 memo  
to DDCI from AD/ST  
to employ subject  
as GS-16.  
(ER 64-6530)

25X1

1. From our findings in our OSI survey we observed that an individual's technical qualifications can be judged in advance with fair certainty, but leadership qualities cannot, nor is it possible to judge accurately whether a scientifically trained individual can be converted into a successful intelligence officer. If the person brought into a senior position proves deficient as a manager or fails to make the transition to intelligence officer, an unusually difficult adjustment must be made. OSI is faced with just this problem in the case of a Division Chief who was brought in two years ago as a GS-16 and who has proved to be of doubtful suitability for his position. This suggested to us the advantages of introducing new senior professionals into technical assignments where performance could be assessed before committing them to command positions.

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2. BMSD has been without a permanent chief since June and without a deputy for a much longer period. The present acting chief presumably was unacceptable even as deputy prior to [REDACTED] departure. Although Don Chamberlain does not state in his recommendation that he has no one in OSI competent to fill the position, I believe that would be his position. I would be inclined to agree with him, based on our observations during our survey.

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[REDACTED]

J. S. Earman  
Inspector General

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[REDACTED]

Original - D/BPAM (Eyes Only)  
1 - IG Chrono  
✓ - OSI Survey Folder

MORI/CDE